

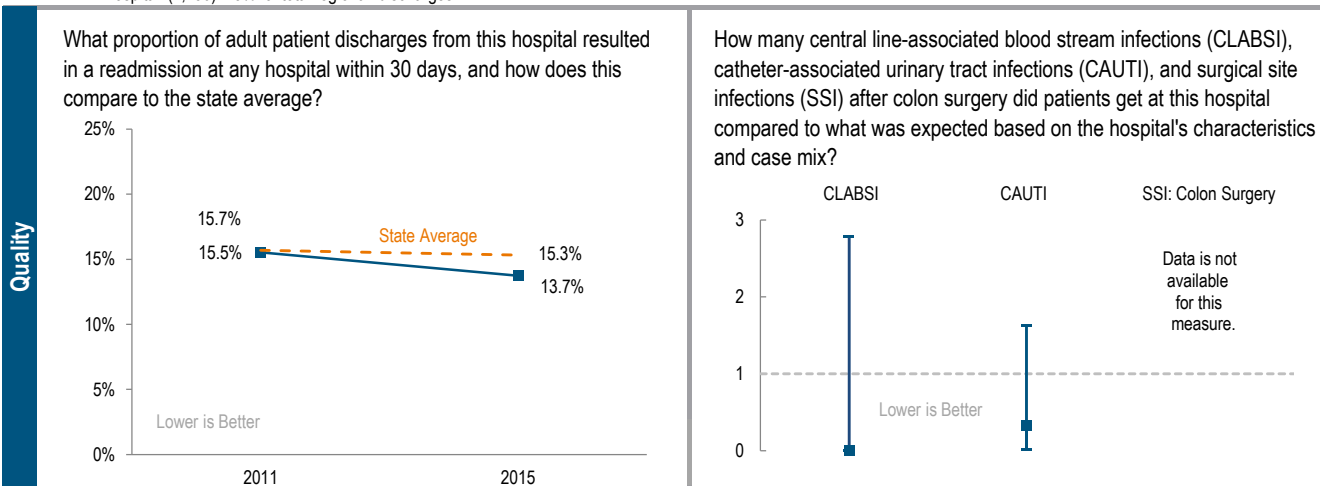
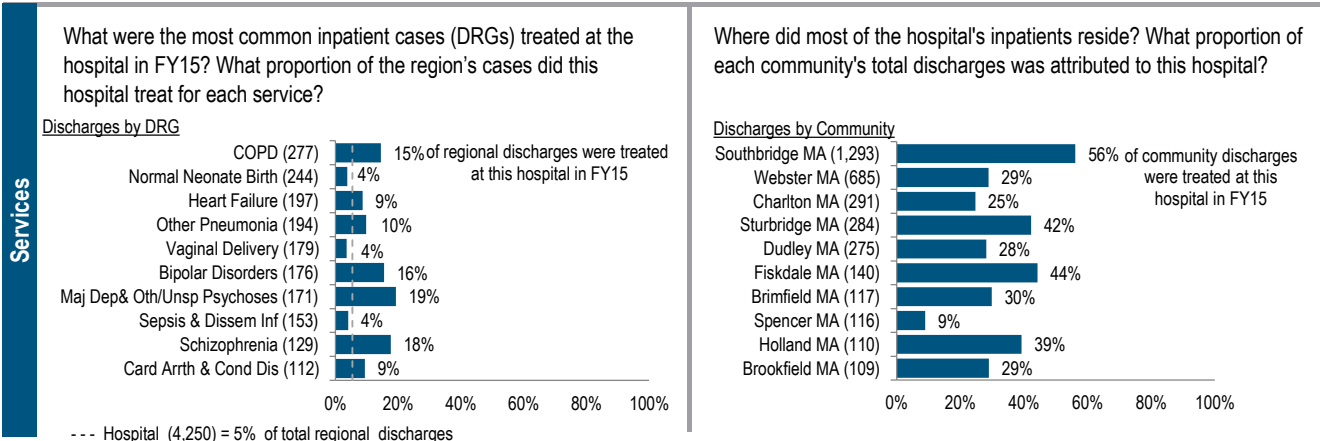
HARRINGTON MEMORIAL HOSPITAL

2015 Hospital Profile

Southbridge, MA
Community, High Public Payer
Central Massachusetts

Harrington Memorial Hospital is a mid-size, nonprofit community-High Public Payer (HPP) hospital located in the Central Massachusetts region. Outpatient revenue has increased 4.9% from FY11 to FY15 for Harrington, while its peer cohort median increased 9.1% over the same period. In FY15, Harrington reported a profit for the third consecutive fiscal year, and the fourth in the past five fiscal years. Its total margin of 7.3% was higher than its peer cohort median of 5.4%.

At a Glance	Overview / Size	
	Hospital System Affiliation:	Not Applicable
	Change in Ownership (FY11-FY15):	Not Applicable
	Total Staffed Beds:	126, mid-size acute hospital
	% Occupancy:	39.3%, < cohort avg. (65%)
	Special Public Funding:	CHART ^a , ICB ^b
	Trauma Center Designation:	Not Applicable
	Case Mix Index:	0.79, < cohort avg. (0.87); < statewide (1.00)
	Financial	
	Inpatient NPSR per CMAD:	\$6,986
	Change FY14-FY15:	1.2%
	Inpatient:Outpatient Revenue in FY15:	19%:81%
	Outpatient Revenue in FY15:	\$84,743,960
	Change FY14-FY15:	8.1%
	Total Revenue in FY15:	\$126,134,507
	Total Surplus (Loss) in FY15:	\$9,258,280
	Payer Mix	
	Public Payer Mix:	65.2% (HPP* Hospital)
	CY15 Commercial Relative Price:	0.90
	Top 3 Commercial Payers:	Blue Cross Blue Shield of MA Fallon Health Harvard Pilgrim Health Care
	Utilization	
	Inpatient Discharges in FY15:	4,250
	Change FY14-FY15:	1.8%
	Emergency Department Visits in FY15:	43,103
	Change FY14-FY15:	5.2%
	Outpatient Visits in FY15:	80,187
	Change FY14-FY15:	6.8%
	Quality	
	Readmission Rate in FY15:	13.7%
	Change FY11-FY15 (percentage points):	-1.8%
	Early Elective Deliveries Rate (Jan 2015-Jun 2016):	0.0%



For descriptions of the metrics, please see the technical appendix.

2015 HOSPITAL PROFILE: HARRINGTON MEMORIAL HOSPITAL

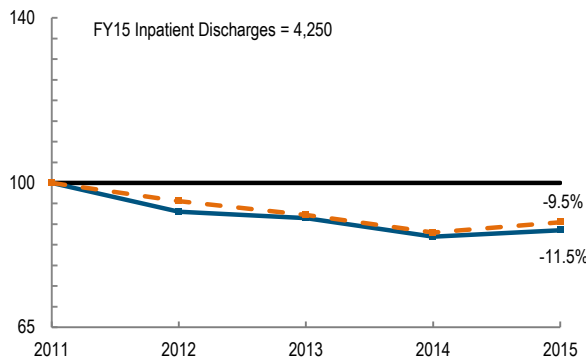
Cohort: Community, High Public Payer

Key:

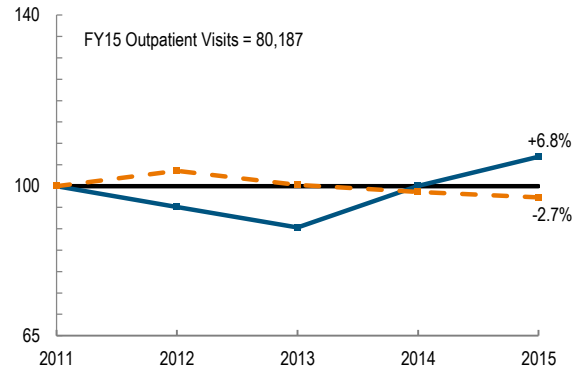


Utilization

How has the volume of the hospital's inpatient discharges changed compared to FY11, and how does this compare to the hospital's peer cohort median? (FY11=100)

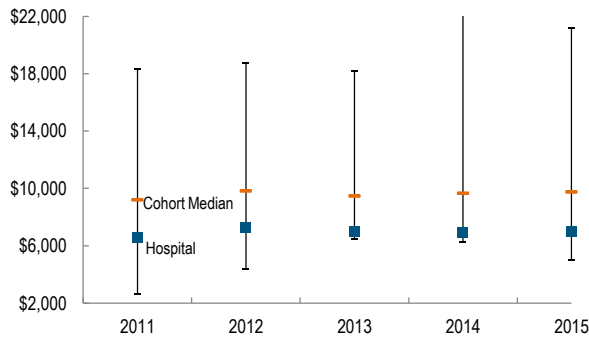


How has the volume of the hospital's outpatient visits changed compared to FY11, and how does this compare to the hospital's peer cohort median? (FY11=100)

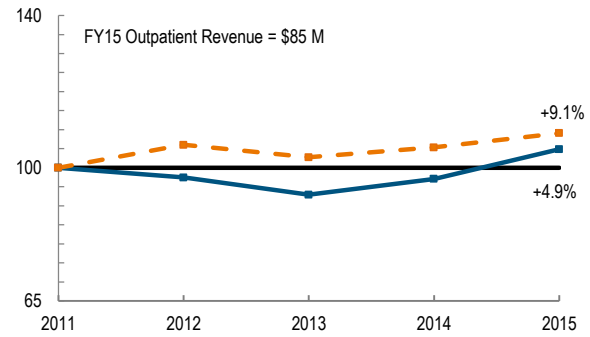


Patient Revenue Trends

What was the hospital's net inpatient service revenue per case mix adjusted discharge between FY11 and FY15, and how does this compare to the hospital's peer cohort median?



How has the hospital's total outpatient revenue changed compared to FY11, and how does this compare to the hospital's peer cohort median? (FY11=100)



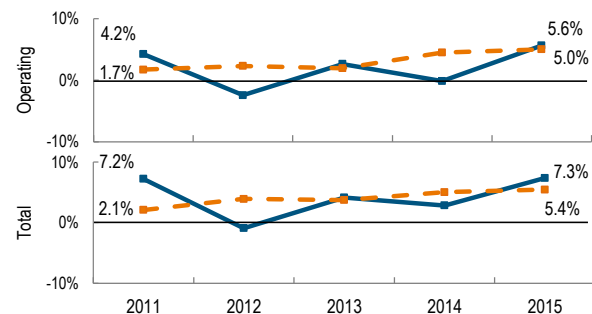
Financial Performance

How have the hospital's total revenue and costs changed between FY11 and FY15?

Revenue, Cost, & Profit/Loss (in millions)

FY	2011	2012	2013	2014	2015
Operating Revenue	\$ 115	\$ 115	\$ 110	\$ 113	\$ 124
Non-Operating Revenue	\$ 4	\$ 2	\$ 2	\$ 3	\$ 2
Total Revenue	\$ 118	\$ 117	\$ 112	\$ 117	\$ 126
Total Costs	\$ 110	\$ 118	\$ 107	\$ 114	\$ 117
Total Profit (Loss)	\$ 8.5	\$ (1.1)	\$ 4.6	\$ 3.3	\$ 9.3

What were the hospital's total margin and operating margins between FY11 and FY15, and how do these compare to the hospital's peer cohort medians?



For descriptions of the metrics, please see the technical appendix.

^a For more information on Infrastructure and Capacity Building (ICB) special funding, please contact the Massachusetts Executive Office of Health and Human Services (EOHHS).

* High Public Payer Hospitals (HPP) receive a minimum of 63% of gross patient service revenue from public payers.

[^] For more information on Community Hospital Acceleration, Revitalization and Transformation (CHART) special funding, please contact the Health Policy Commission (HPC).